



Capacity Area	Healthy Practice (base indicators)	Healthy	Needs work
Side 1 Foundation	Shared vision, and/or mission statement		
	Defined approach/ model to the work		
Side 2 Human Resources (People)	Involved membership/ volunteers		
	Roles articulated yet fluid		
	Positive interpersonal relations		
	Communication, conflicts resolution		
	Diversity (types of people, healthy turnover)		
	Skill development		
	Adequate salary and benefits compensation		
Side 3 Programming (Activities & services)	Corresponds to mission		
	Responds to emerging needs, is relevant and innovative		
	Is sustainable		
	Has an impact		
	Addresses need for change in society (along with the service provision)		
Side 4 Systems, Structures & Facilities	Functional Board and staff structures		
	External communications (e.g. outreach, awareness/ marketing, etc)		
	By-laws, policies, procedures		
	Information systems (computer systems & back ups, filing system, archives, etc)		
	Legal, insurance, risk management		
	Safe facilities		
Side 5 Finances	Funding plan		
	Yearly budget with reporting system		
	Diversified funding sources, including self-generated revenue		
	System for accounts payable/ receivable		
Side 6 Adaptability & strategy	Mechanisms to reflect on issues, adapt to changing realities, evaluate and plan		
Side 7 Organizational	Collective ownership, democratic processes		
	Cooperative relationships with other organizations		

Culture			
	Positive energy, recognition of every one's contributions		
	Focus on effectiveness (impact) not just efficiency		
	Taps into outside expertise, opinion		
Side 8 Sector Strategic Alliances & Context	Favorably perceived by target audience(s);		
	Active in coalitions, regroupements, networks, partnerships		
	Keeping in touch with the bigger picture; social analysis		
Side 9 Environmental Sustainability			
	Sustainable environmental practices		
Other capacity areas?			

